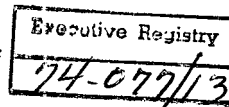


Notes Lm DCS
6/6/74

5 June 1974



K-6

MEMORANDUM FOR: DCI

SUBJECT: Meeting with NIO's/IC Staff
on the KEP

Bill,

Attached are a few notes for
your possible use at tomorrow's meeting *at*
on the KEP. *10:30*



Daniel O. Graham
D/DCI/IC

KIQ-KEP ISSUES BOTHERING THE NIOs

- . Where do they go on the next KIQ-KEP iteration?
(Some of the NIOs are questioning whether the whole thing is really necessary)
- . Some NIOs have not gotten "the word" (or don't understand it) that the DCI is serious about the KIQ-KEP program and that it is the single most important responsibility they have. All NIOs not on board yet.
- . Two things are disturbing to them:
 1. The WEC 29 May memo based on our KIQ-KEP briefing to WEC.

(Carver was at the briefing and should have no argument about the contents. But, memo was not discussed with NIOs prior to dissemination.) Sore Point.
 2. "Stacks" of completed Baseline data forms forwarded to NIOs without comment or instructions. (Understandably NIOs didn't know what to do with them.) Dismay.

We erred in not attaching summaries and analysis and subsequently providing analytical help. This will be critical in carrying out pilot run performance evaluation this fall and vital for FY 75 effort. We are making appropriate arrangements.
- . Some of the NIOs don't see much reason for having the "Community Assessment" of Section A. Other are not committed.
- . Some NIOs think the FY 75 KIQ development time schedule is too tight. (The Latin American NIO says he is going to make it OK.) It probably is for many NIOs [Draft KIQs due 14 June].
- . The NIOs aren't organized for the meeting. No consensus.

EXECUTIVE REGISTRY FILE

K-6

MAIN POINTS WHICH DCI SHOULD REAFFIRM TO
NIOS REGARDING KIQ-KEP PROGRAM

1. Need to preserve the momentum achieved.
2. Must insure that FY 75 KIQs reflect our substantive objectives for the new fiscal year as well as the needs of principal policy makers.
3. In formulating FY 75 KIQs NIOs should consider DIA's Critical Near-Term Defense Intelligence Objectives (CNTDIOs) as a basic input for military-related questions.
4. The number of KIQs must be kept small--not more than 50--with each KIQ addressing a single subject since the number and sharpness of them is critical to effective simultaneous evaluation of all FY 75 KIQs next year.
5. An addendum to the KEP Guidance and Instruction for preparing baseline reports will be sent out concurrently with the FY 75 KIQs so that preparation of FY 75 Baseline Reports can begin immediately.
6. Performance reports for the pilot program are due in September 1974 as planned. This will provide us with the experience necessary to refine Performance Report forms and instructions prior to the performance evaluation of the FY 75 KIQs next spring.

- 2 -

7. KEP participants must follow the guidance and instructions carefully to assure that inputs are complete, standardized that the data are internally consistent and to avoid ambiguity.
8. The elements and level of detail of the current KEP program are the minimal essentials for relating intelligence program resources to substance and to improve product and resource allocation effectiveness.
9. The FY 75 KIQ/KEP schedule set forth in my 29 May memo is tight, FY 75 KIQs are to go to USIB for comment in mid-June and to NSCIC for review on 5 July. I plan to approve them by 24 July and disseminate them for action before 1 August.

KIQ-KEP IMPROVEMENTS FOR FY 1975 PROGRAM

1. Refinement of the KIQ-KEP Process is essential for improving our ability to relate intelligence resources to intelligence substance and to improve intelligence products, and the effectiveness of resource allocation. (We are approaching this need from two directions: the KIQs and the KEP.)
2. The number of KIQs for FY 1975 must be reduced to no more than 50, each addressing a single subject/area. (Reducing and focusing the number of KIQs is essential if the community's performance on all the FY 75 KIQs is to be evaluated simultaneously.)
3. Experience with Baseline Reports gained from the pilot program has been of great value in improving the forms and instructions for their preparation. (A similar effort will follow completion of pilot program FY 74 Performance Reports in the fall.)
4. Improvements to Baseline forms and instructions.

. SECTION A - KIQ Assessment

Agreed definitions are being developed and instructions for completing the "Uncertainties and Differences" and "Analytical Deficiencies" are being clarified.

(As you recall the KIQ is further reduced to five principal information deficiencies, each of which is a

- 2 -

focal point for collection, production and performance evaluation. In this regard the deficiency statements are to be made very explicit since they will be the basis for the performance evaluation.)

. SECTION B - Production Data

Instructions are being made more explicit (and the data more useful) by asking for the proposed titles (or subjects) of KIQ related products scheduled for production during the performance period. (Production data inputs for the pilot program included only the "type" of the intended product.)

. SECTION C - Collection Data

Instructions for completing the "Tasking" column are being clarified. The "Impact" column is being removed from the form and instructions concerning this important aspect of the KEP are being amplified to ensure that the effects of KIQ stimulated collection efforts on ongoing collection activities are set forth in detail. ("Impact" data inputs for the pilot program required only a yes or no entry, and a description of what collection would be cancelled or curtailed.)

CONFIDENTIAL

DCI/IC-74-1405

Executive Registry

74-07712

29 MAY 1974

**MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD
THE INTELLIGENCE RESOURCES ADVISORY
COMMITTEE**

SUBJECT: The KIQ-KEP Program for FY 1975

1. I have recently reviewed the Baseline Reports for the KIQ pilot program evaluation initiated earlier this year. These Reports contain the definition of information deficiencies along with the expectations of program managers to collect or produce against these intelligence gaps; performance reports on these KIQs are not due until the end of September, 1974. USIB will be briefed on the pilot program to date at an early time. I believe we have learned a good deal from this first part of the initial effort which will permit us to clarify the instructions and to make significant improvements in the FY 75 Baseline Reports.

2. While the pilot program for evaluating a few of the FY 1974 KIQs will not be completed until the fall, we need to preserve the momentum already achieved and insure that our FY 75 KIQs reflect our substantive objectives for the new fiscal year. Accordingly I have asked the National Intelligence Officers to work with you in developing the KIQs for FY 75, bearing in mind my FY 75 objectives for the community as submitted to the President and our understanding of the most critical needs of our principal policy-making consumers. I have also asked that DIA's Critical Near-Term Defense Intelligence Objectives (CNTDIOs) be considered in this context as a basic input for military-related KIQs. Though the time is short, I should like to issue the FY 75 KIQs in July. (See Attachment 1.)

25X

CONFIDENTIAL

3. As several NSCIC members have noted, we need to carefully limit the number of KIQs in order to focus clearly upon the current key questions. I hope to see no more than fifty questions, with each KIQ addressing a single subject. (Keep in mind that each KIQ is further reduced to five principal information deficiencies in the KEP process, each of which is a focal point for collection, production and performance evaluation.)

4. Reducing and focusing the number of questions is also essential if we are to carry out the simultaneous evaluation of all of the FY 75 KIQs. Attachment 2 is the FY 1975 KIQ-KEP schedule. The main point of the schedule is to provide the first full KIQ evaluation in CY 1975.

5. The NIO-drafted KIQs for 1975 will be submitted to the USIB for comment prior to being forwarded to the NSCIC and issued. An addendum to the KEP Guidance and Instruction for baseline reporting will be issued simultaneously with the FY 1975 KIQs so that the preparation of these baseline reports can begin immediately thereafter.

6. As noted previously, performance reports for the pilot program are due in September 1974 as planned. This will provide us with the experience required to refine the Performance Report instructions, if necessary, prior to tackling the full FY 75 KIQ performance evaluation in the spring of 1975.

7. It is essential that KEP participants follow the guidance and instructions carefully for preparing Performance Reports to assure that inputs are complete, standardized, that the data are internally consistent, and to avoid ambiguity. I realize that the determination of the resources expended in addressing KIQs will be difficult; however, I am sure we can obtain meaningful results if we are explicit in stating how we arrived at a given level of effort.

8. I am gratified and encouraged by the cooperation of the community in this new venture. I believe the importance of this effort is evident to all of us as a direct response to the President's charge to relate intelligence resources to intelligence substance and to improve both our product and the effectiveness of our resource allocation.

/s/ W. E. Colby

W. E. Colby

Attachments (2)

CONFIDENTIAL

PRD/TB [redacted] (22 May 74)

Distribution:

Original - USIB Sec't for dissemination

- 1 - DCI
- 1 - DDCI
- 1 - ER
- 1 - IC Registry
- 1 - PRD/subject
- 1 - PRD/chrono
- 1 - PRD/TB



CONFIDENTIAL

FY 1975 KIQ SCHEDULE

JUN 14 KIQ DRAFTS FROM NIOs; TO USIB FOR COMMENT.
JUN 28 KIQ COMMENTS FROM USIB.
JUL 5 KIQs TO NSCIC MEMBERS FOR REVIEW.
JUL 19 KIQ COMMENTS FROM NSCIC MEMBERS.
JUL 24 DCI APPROVAL.
JUL 31 FY 1975 KIQs DISSEMINATED.

FY 1975 KIQ-KEP SCHEDULE

